

WORKFORCE HORIZONS

Planning Tomorrow's Workforce Today

Louisiana Department of Civil Service

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RESULTS FROM BASICS OF WORKFORCE PLANNING WORKSHOP

Civil Service conducted its new workshop on the Basics of Workforce Planning for the first time on July 11. Seventy-six people attended. From a preliminary review of the evaluation forms, the workshop was well received. Dr. Sujuan Boutte's presentation was rated particularly high by attendees. There was also much praise for the case study presentation by Wanda Raber, Human Resources Director of the Office of Community Services. (For more on OCS's rotating internship program that was the subject of Ms. Raber's presentation, see our "Spotlight on Agency Best Practices" article on page 2 of this newsletter).

If you were unable to attend the workshop but would like copies of some of the handouts, you may request them by emailing the editor.

WORKFORCE PLANNING QUOTE OF THE DAY

"Knowledge is the most important raw material of government; working with knowledge is its most important process; and knowledge is what citizens expect government to provide." – **Thomas A. Stewart, Editorial Director, Business 2.0 Magazine**

REQUEST FOR NEWSLETTER TOPICS

We hope our workshop stimulated your interest in workforce planning topics. We want this newsletter to be a useful tool to readers, to provide information that you are interested in. So, if there are workforce planning topics that are of particular interest to you or that you would like to know more about, please contact the editor. We will make every effort to include material related to your request in future issues of the newsletter. Also, if your agency is doing workforce planning and you would like to share your experiences with other agencies, we'd be happy to include an article in the newsletter about what your agency is doing in our "Spotlight on Agency Best Practices" column. Just contact the editor. We can either interview you to obtain the information for the article or you can send a written synopsis as you prefer. Obviously,

we will let you review the final draft of anything we intend to include in the newsletter before actually issuing it.

TOOLS FOR PRESERVING INSTITUTIONAL MEMORY

A common workforce planning concern is determining how to identify, codify and preserve key knowledge and “institutional memory” before all the people in whose heads the knowledge resides leave the organization. This is not about finding replacements for people who may leave but rather about making the knowledge they have accessible to others who may have to perform similar tasks in the future. Sometimes the knowledge is technical expertise; sometimes it is precedent. The goal of all knowledge preservation tools is to prevent the organization from having to reinvent the wheel and repeat past mistakes.

Here is a list of some knowledge preservation / knowledge transfer tools that can be used:

1. Mentoring programs
2. Job shadowing
3. Job rotation
4. Critical Incident reviews (documenting how experienced employees handled difficult situations or projects. Lessons can be learned from correct handlings or mistakes made)
5. Double Incumbency
6. Process documentation / flowcharting processes

7. Job aids (checklists, manuals, or written guidelines that help a person perform his or her job in real time)
8. Document repositories
9. Best practices meetings
10. Communities of practice (group of people who have a common work interest and share information about issues, problems and practices. Examples: ISIS HR Users group, Council of Information Services Directors, SHRM)
11. Data Base / Expert Automated systems (categorize different situations or typical problems and give trouble-shooting advice)
12. Returned retirees

For more information on knowledge preservation and transfer tools go to <http://www.naspe.net/index.cfm?PageID=97> the NASPE Workforce Planning Homepage and scroll down to Workforce Planning Education and Training Materials. Alaska has an informative power point presentation.

SPOTLIGHT ON AGENCY BEST PRACTICES: OFFICE OF COMMUNITY SERVICES

Wanda Raber, Human Resources Director for the Office of Community Services (OCS) of the Department of Social Services made a presentation at the July 11 Civil Service workshop on workforce planning. She described several leadership initiatives by OCS including a rotational internship program for a Field Services Director position. These initiatives were conceived by Judy Mastro, the current Field Services Director. For those readers who could not

attend the workshop, here are some highlights.

In anticipation of the coming retirement of the Field Services Director position, OCS announced the position internally for applicants to serve four-month rotations on a detail / double incumbency in the Field Services Director position. Over twenty persons applied. A review of applications based on selection criteria of education, licensure and experience determined which applicants went on to a structured oral interview. From this process, four interns were chosen to rotate through detail / double incumbencies in the job. After the first group of interns completed their terms of rotation, a second group of two interns was chosen to serve six month rotations.

The feedback from intern participants has been positive. They believe they have gained valuable knowledge about the organization that will enhance their performance and careers regardless of whether they eventually get promoted to the Field Services Director position. OCS has also reaped benefits of building better depth and bench strength in their organization. The agency and employees gained immediate and future benefits. The OCS Internship program is a real best practices success story. It is not just a plan. They have already had five interns complete the program.

Furthermore, the program was done with available resources and no significant financial impact. If you feel daunted or overwhelmed by the prospect of what workforce planning entails, look to this example by OCS. It proves you can make an impact with a low-cost, well-focused plan. Congratulations to Judy Mastro, Wanda Raber and everyone at OCS that made this success story happen.

WORKFORCE PLANNING MAXIM OF THE DAY

“The first question in increasing productivity in knowledge and service work has to be: *What is the task? What do we try to accomplish? Why do it at all?* The easiest – but perhaps also the greatest – increases in productivity in such work come from redefining the task, and especially from eliminating what needs not be done.”

– ***Peter F. Drucker***

CREDITS

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Purpose: The purpose of the Workforce Horizons is to educate readers about workforce planning issues and best practices, inform them about upcoming Civil Service workshops and training related to workforce planning and to provide practical job aids to assist agencies with workforce planning.

Comments and submissions: If your agency is doing workforce planning and would like to submit something to be published in the newsletter, please contact the editor. We also welcome questions about workforce planning and suggestions for improvements or additions to the newsletter. Questions, comments and requests to be added to the distribution list for the newsletter should be sent to the editor.

Current and Back Issues are accessible under “Workforce Planning Newsletter” in the HR Reference section of the Civil Service web page at www.civilservice.louisiana.gov